



**MOSAIC**  
Performance  
Framework

# Culture Mosaic Report



*Prepared for*

[CLIENT NAME]

[DATE]

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# Mosaic Performance Framework



Sustainable organizational performance is dependent on a multitude of factors— a mosaic—that must be carefully managed, balanced, and adapted to best meet the challenges presented both in the external environment and internal context.

Founded in the theoretical model, the [Competing Values Framework](#)<sup>1</sup>, the Mosaic Performance Framework provides organizations with the ability to understand how their culture, leadership, and workforce capability create a dynamic that either supports or derails their ability to achieve their goals.

Each mosaic is comprised of a series of factors, or tiles, that are assessed and managed over time. These tiles have been identified

through exhaustive research over decades and have been shown to be empirically linked to performance.

The Mosaic battery of assessments are designed to be used in conjunction with each other, over time, to provide leaders with the insight they need to proactively shape their performance.

# The Culture Mosaic

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The Culture Mosaic is comprised of four key dimensions, each assessed by three subcomponents. These dimensions and subcomponents have been shown to drive organizational performance on a wide variety of performance outcomes.

## ADAPT

Capable of adapting and responding to the needs of the market, customer, and community.

## INSPIRE

Aligned purpose, strategy, and values provide clarity on organizational direction and how to get there.

## DELIVER

Execution enabled by effective collaboration and a focus on efficiency, improvement and the customer.

## ENABLE

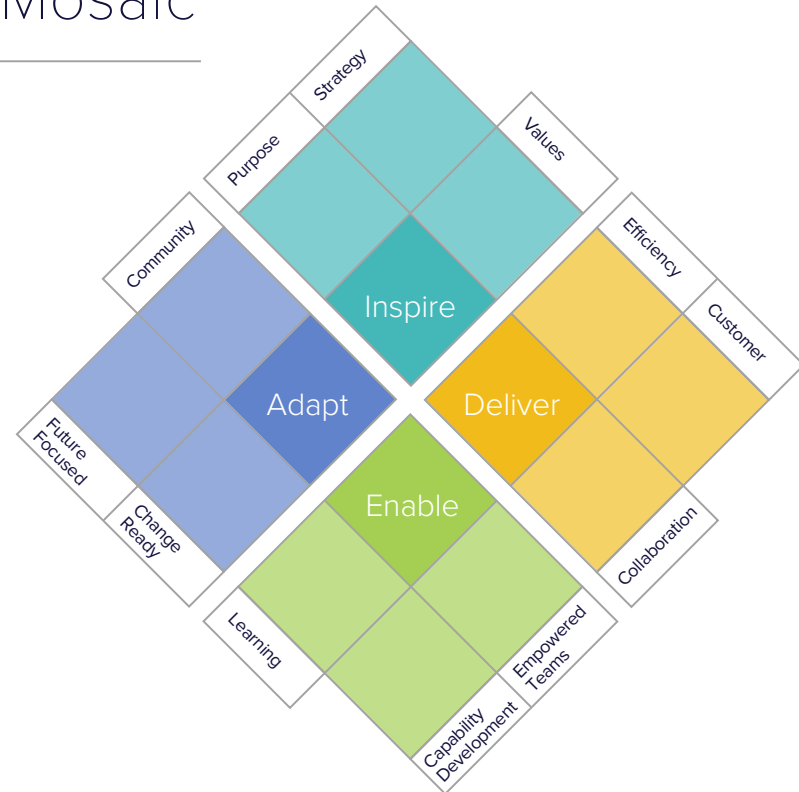
People and teams are empowered and capable to work at high standards.

# The Culture Mosaic

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Each Culture Mosaic report is oriented in a diamond with subcomponents oriented around the perimeter.

Varying scores will be depicted numerically and via different size “tiles” to allow easy comparison with other reports.



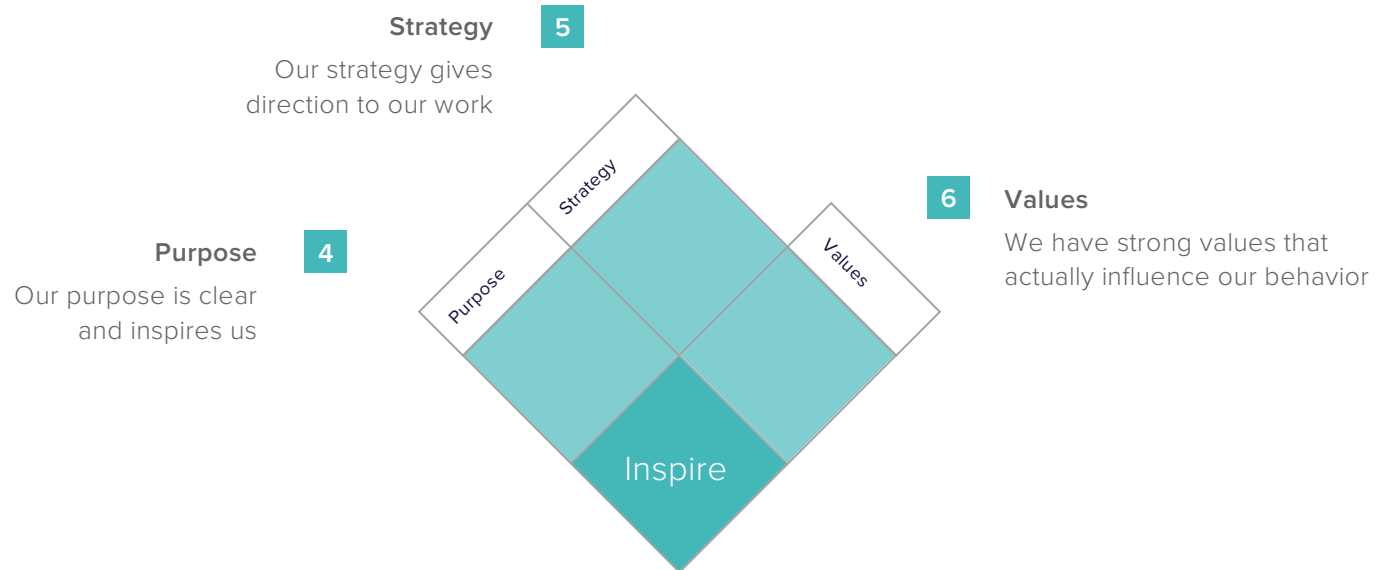
# ADAPT

Capable of adapting and responding to the needs of the market, customer, and community.



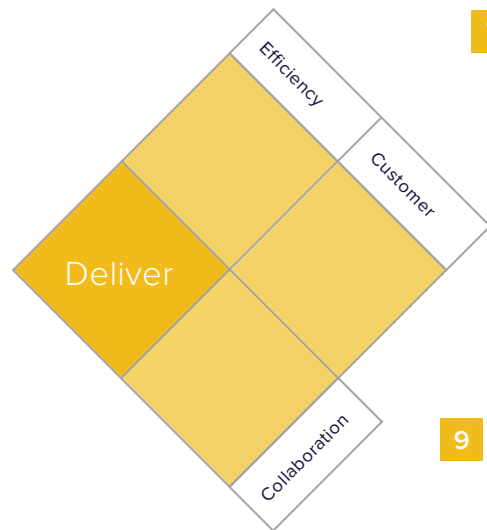
# INSPIRE

Aligned purpose, strategy, and values provide clarity on organizational direction and how to get there.



# DELIVER

Execution enabled by effective collaboration and a focus on efficiency, improvement and the customer.



**7 Efficiency**  
Delivering great outcomes is our thing

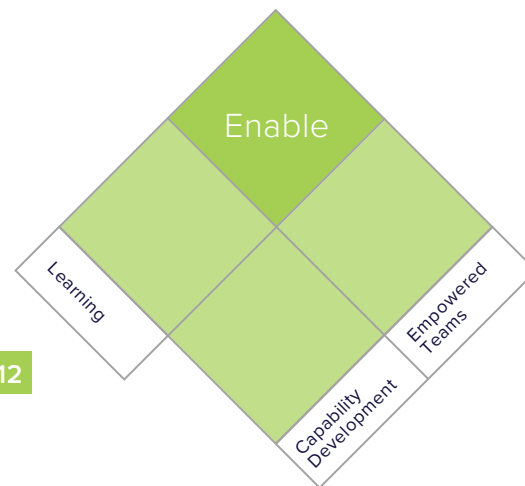
**8 Customer**  
We really understand our customers and deliver for them

**9 Collaboration**  
Collaborating in teams and across the business is the norm



# ENABLE

People and teams are empowered and capable to work at high standards.



## Learning

We are always learning on the job, from experience and from others

12

10

## Empowered Teams

Our people are supported to do their best work, and expected to do it too

11

## Capability Development

Our superstars are not just born, they're made

**ADAPT** | Capable of adapting and responding to the needs of the market, customer, and community.

- Change Ready**  
We are flexible and make change happen
- Future Focused**  
We're always looking out for opportunity and change on the horizon
- Community**  
Our partners, stakeholders, and community in which we operate matter to us

**INSPIRE** | Aligned purpose, strategy, and values provide clarity on organizational direction and how to get there.

- Purpose**  
Our purpose is clear and inspires us
- Strategy**  
Our strategy gives direction to our work
- Values**  
We have strong values that actually influence our behavior

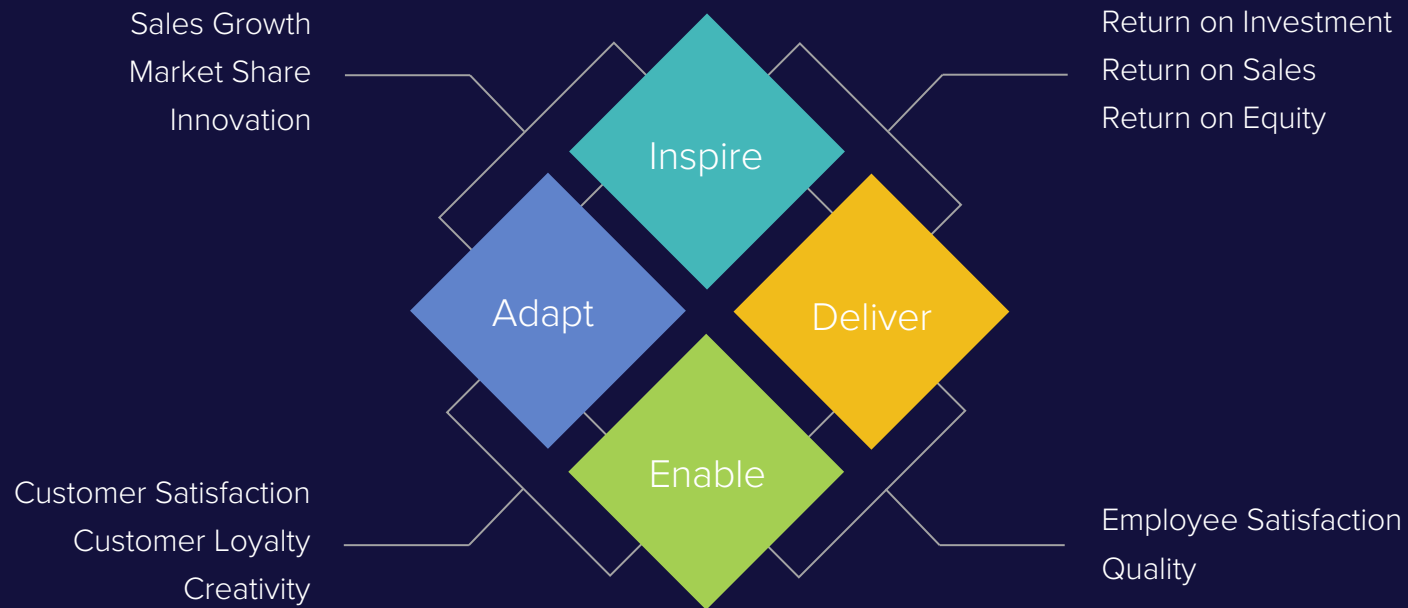
**DELIVER** | Execution enabled by effective collaboration and a focus on efficiency, improvement and the customer.

- Efficiency**  
Delivering great outcomes is our thing
- Customer**  
We really understand our customers and deliver for them
- Collaboration**  
Collaborating in teams and across the business is the norm

**ENABLE** | People and teams are empowered and capable to work at high standards.

- Empowered Teams**  
Our people are supported to do their best work, and expected to do it too
- Capability Development**  
Our superstars are not just born, they're made
- Learning**  
We are always learning on the job, from experience and from others

# Mosaic Links to Performance



# WELCOME

*to your Culture Mosaic.*

The Mosaic Performance Framework is grounded in the belief that achieving and sustaining a high level of performance is dependent on a variety of key behaviors across an organization.

These behaviors, in turn, are driven by the underlying beliefs and assumptions that exist within that organization about "how business should be done".

Each organization, over time, learns to survive and thrive in their own unique operating environment. Through these successes and failures, groups develop a certain philosophy about what

"right" looks like and these ways of doing things have a massive impact on future behavior within the group.

Your Culture Mosaic, provides you with an in-depth analysis of your organization's maturity on a variety of components that have been empirically linked to sustained organizational performance.

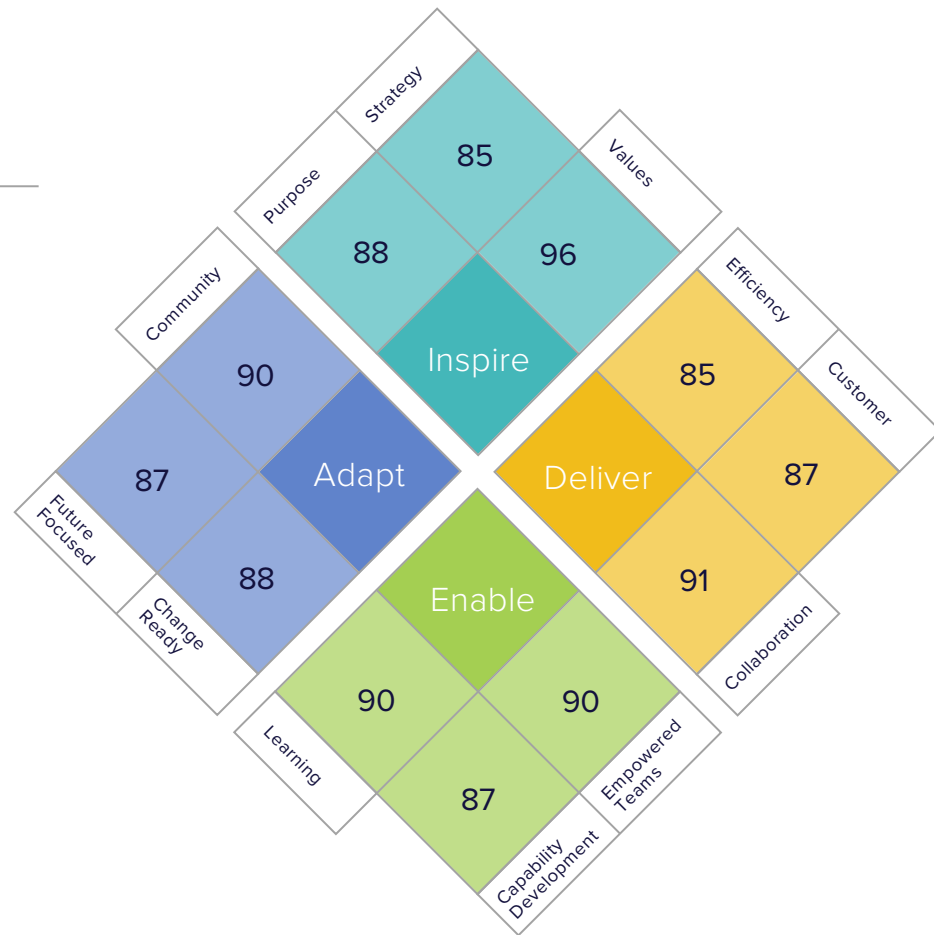
# [CLIENT's Culture Mosaic

**Research Methodology**

Invited: 9  
 Responded: 9  
 Response Rate: 100%  
 Sampling Methodology: Census

**Survey Components**

Culture Mosaic  
 Culture Mosaic Leader-Only Items  
 Psychological Safety Index  
 ADEI Index



# ADAPT

Capable of adapting and responding to the needs of the market, customer, and community.



# ADAPT

## 1

### Change Ready

We are flexible and make change happen.



# ADAPT

## 2

### Future Focused

We are always looking out for opportunity and change on the horizon.





# ADAPT

## 3

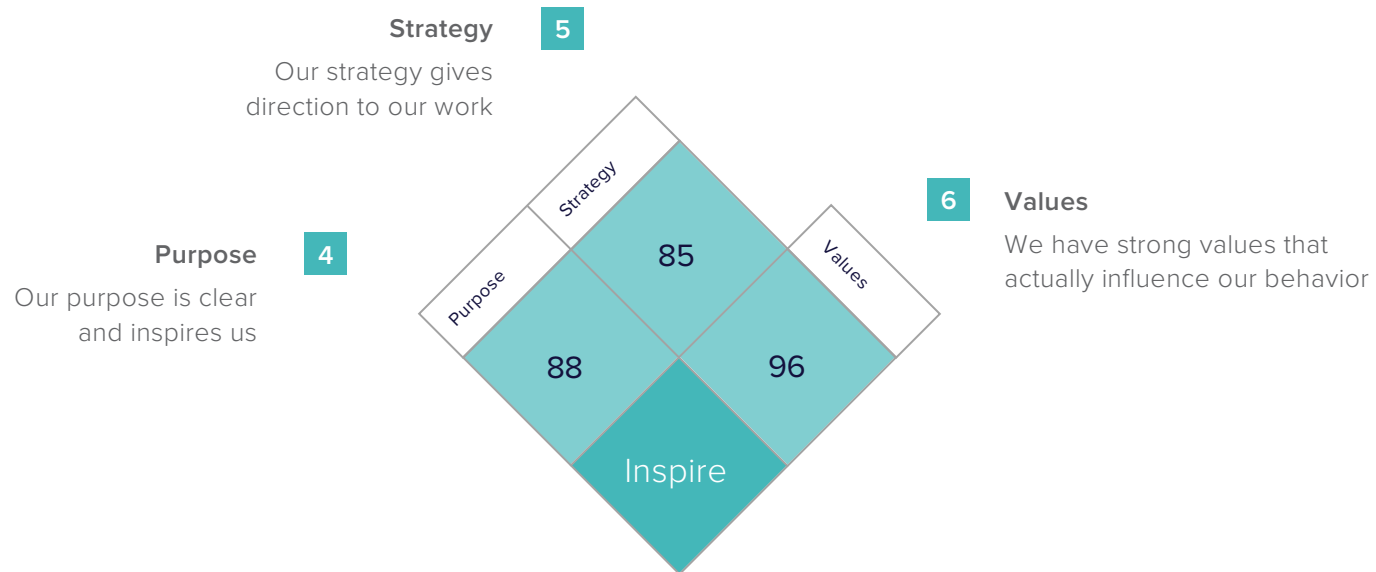
### Community

Our partners, stakeholders, and community matter to us.



# INSPIRE

Aligned purpose, strategy, and values provide clarity on organizational direction and how to get there.

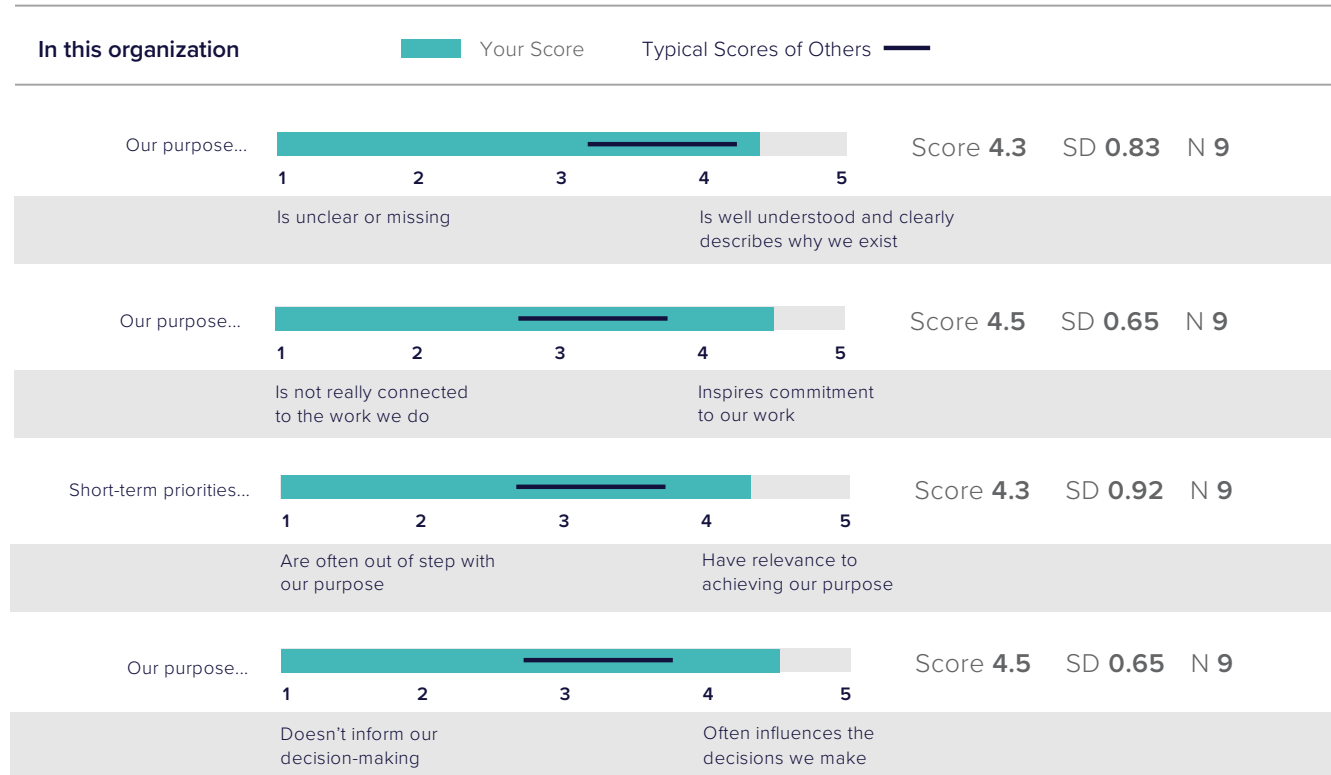


# INSPIRE

## 4

### Purpose

Our purpose is clear and inspires us.



# INSPIRE

## 5

### Strategy

Our strategy gives direction to our work.

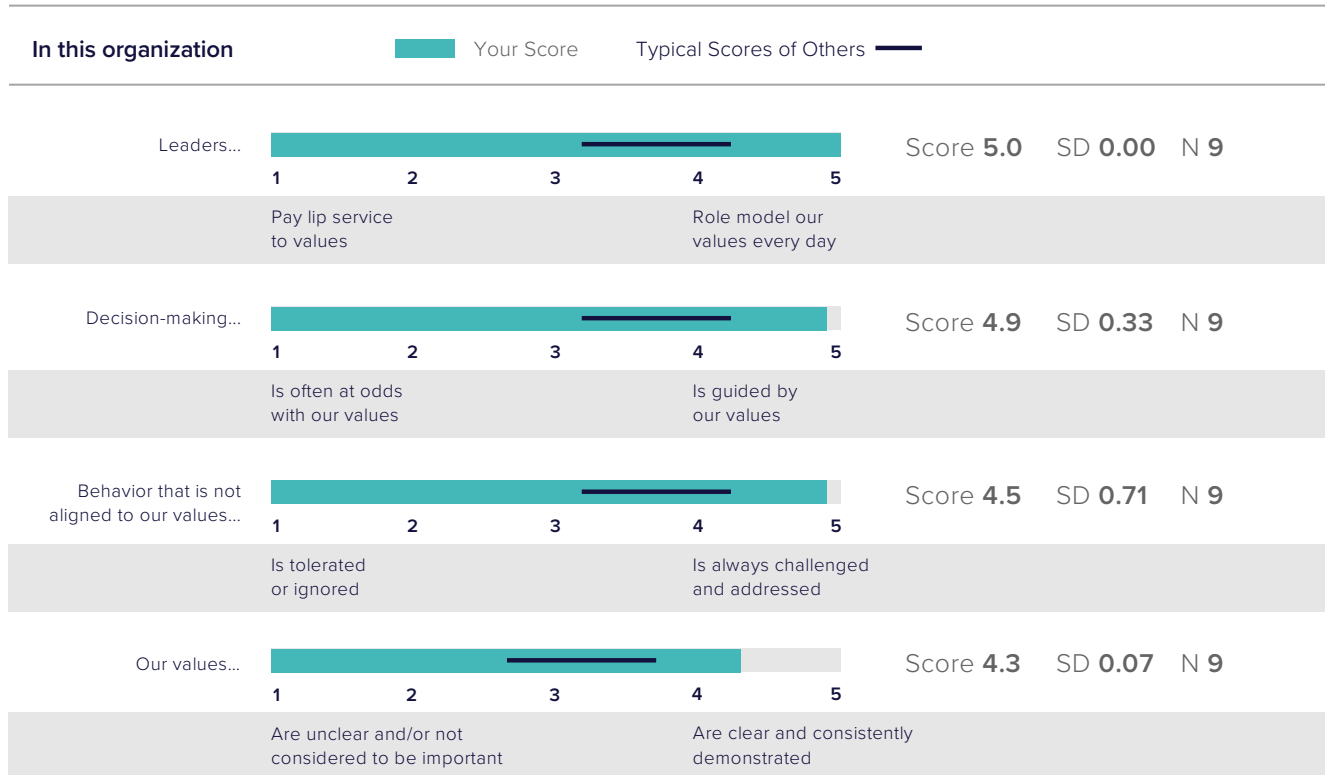


# INSPIRE

## 6

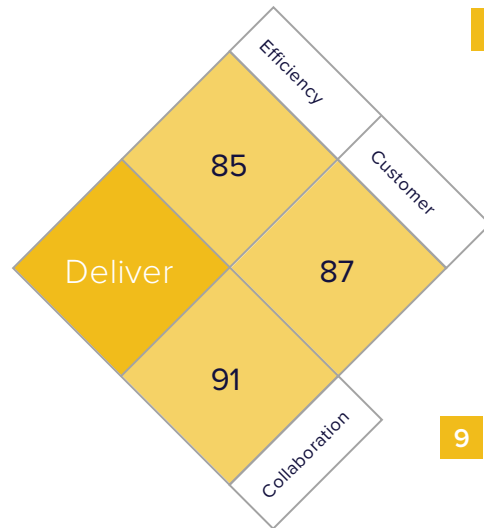
### Values

We have strong values that actually influence our behavior.



# DELIVER

Execution enabled by effective collaboration and a focus on efficiency, improvement and the customer.



7

## Efficiency

Delivering great outcomes is our thing

8

## Decision Making

We really understand our customers and deliver for them

9

## Collaboration

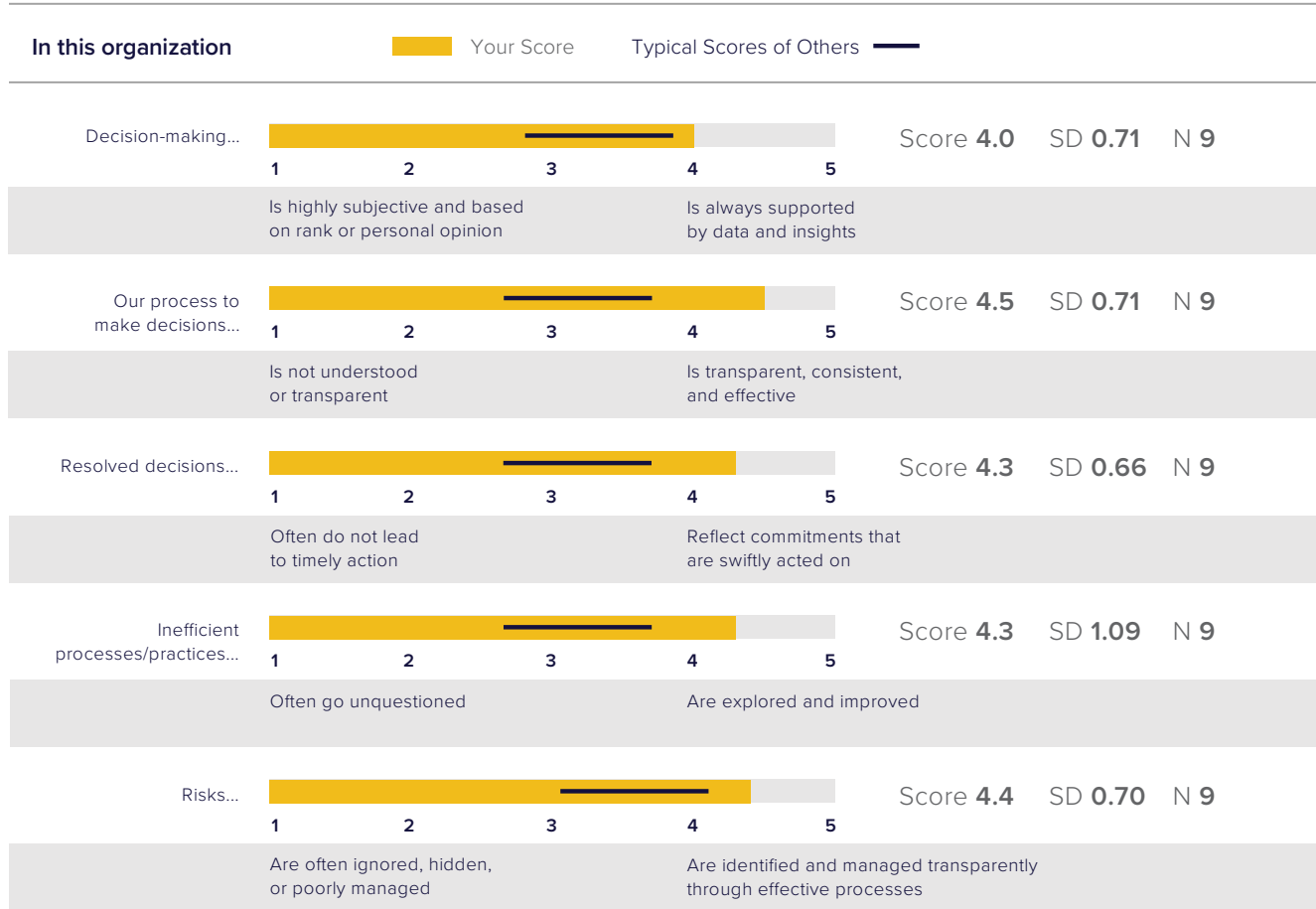
Collaborating in teams and across the business is the norm

# DELIVER

7

## Efficiency

Delivering great outcomes is our thing.



# DELIVER

8

## Customer

We really understand our customers and deliver for them.

In this organization

Your Score

Typical Scores of Others

What customers want and value...



Score 4.5 SD 0.50 N 9

Is not information we regularly seek out

Is very well understood here

Gathering customer feedback...



Score 4.1 SD 1.05 N 9

Is uncommon, or is just in the form of unsolicited complaints

Is a priority and happens regularly

Customer feedback...



Score 4.1 SD 1.05 N 9

Rarely informs our products and services

Often results in changes or additions to our services and products

We invest in our customers...



Score 4.6 SD 0.70 N 9

Only when there is an immediate benefit to our organization

Even in the absence of short-term benefit to our organization

Customer outcomes...



Score 4.5 SD 0.71 N 9

Are not a key consideration in our decision-making

Always inform our decision-making

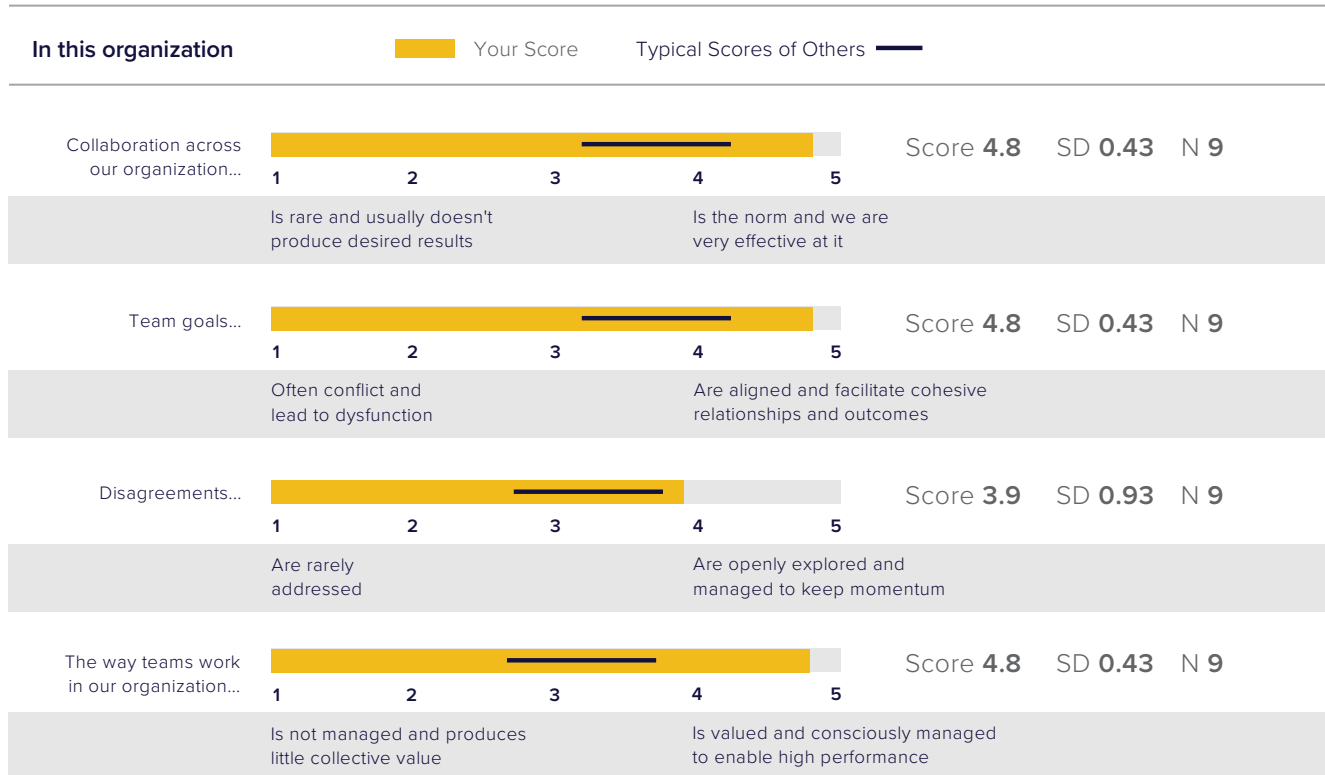


# DELIVER

9

## Collaboration

Collaborating in teams and across the business is the norm.



# ENABLE

People and teams are empowered and capable to work at high standards.



# ENABLE

10

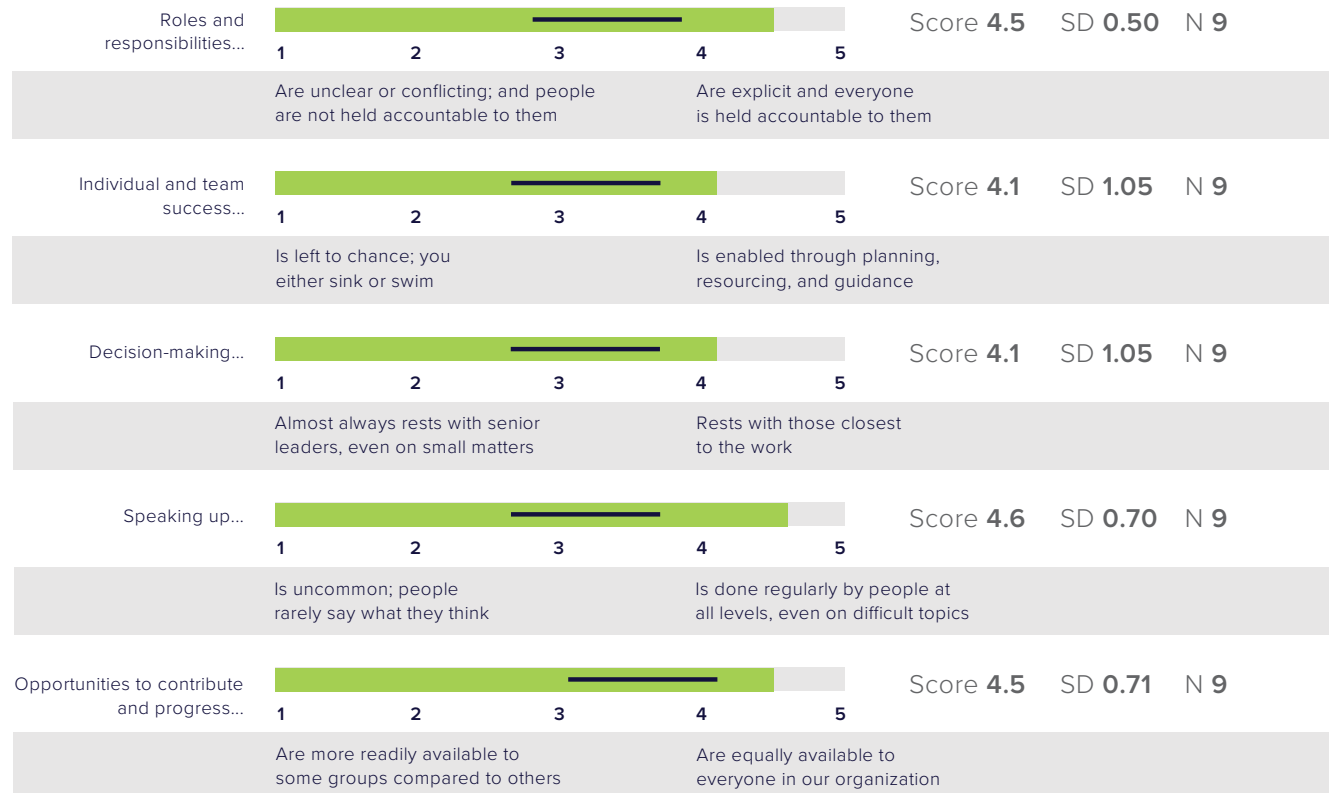
## Empowered Teams

We have an environment where people are supported and expected to be active participants in work and problem solving.

In this organization

Your Score

Typical Scores of Others

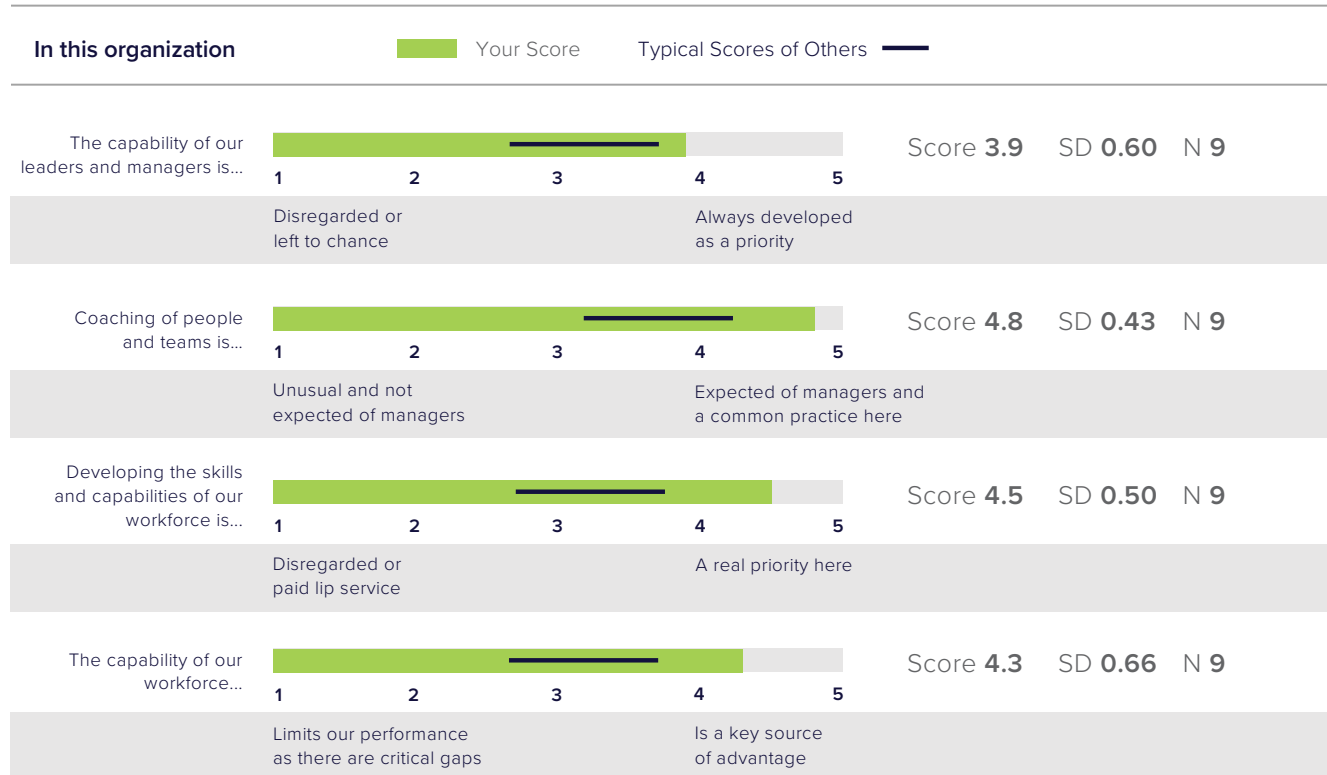


# ENABLE

11

## Capability Development

We have a commitment to developing the capabilities of our people and team.

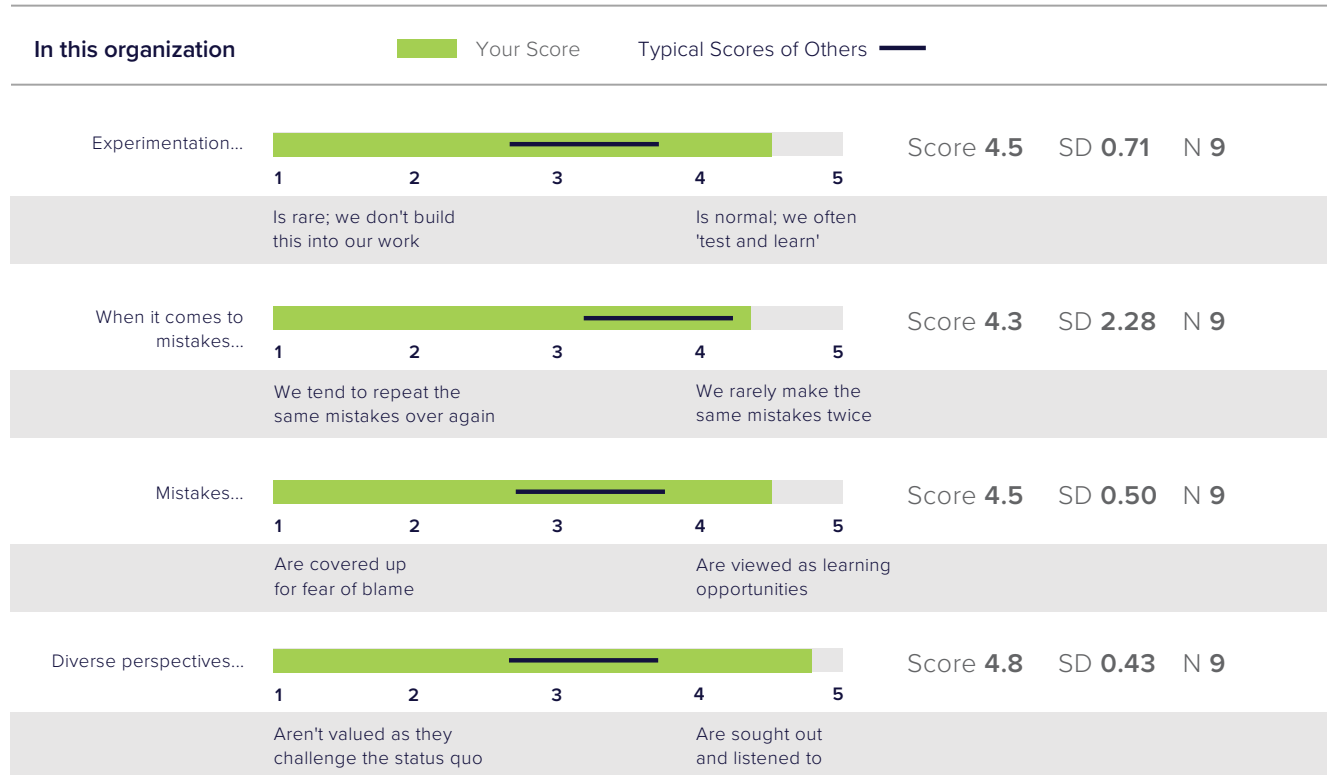


# ENABLE

12

## Learning

We value learning as a critical source of information, opportunity and growth.

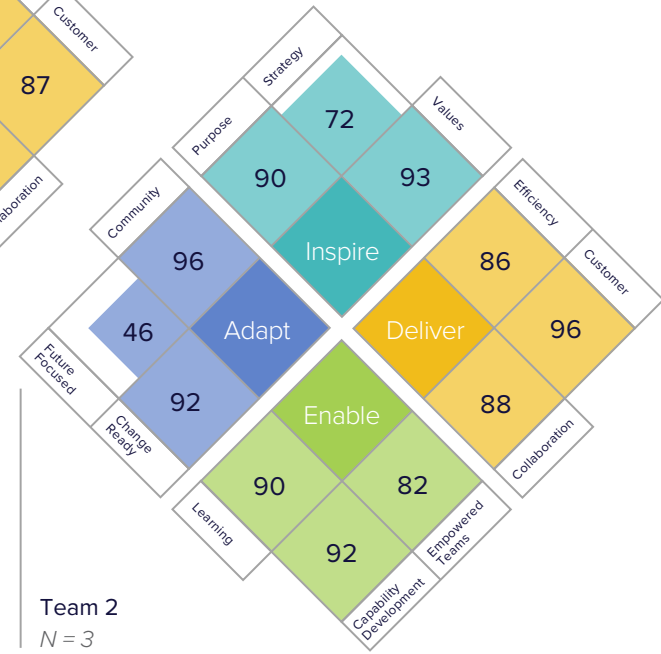
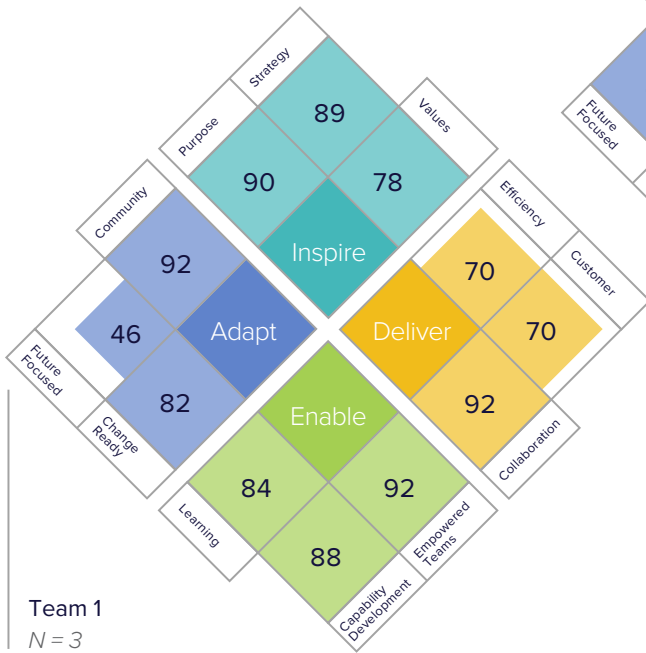


# Culture Mosaic Comparison Reports



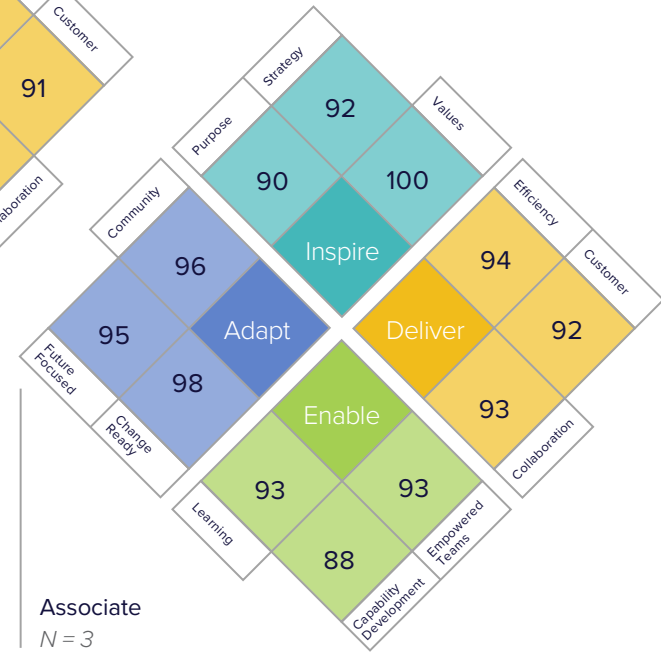
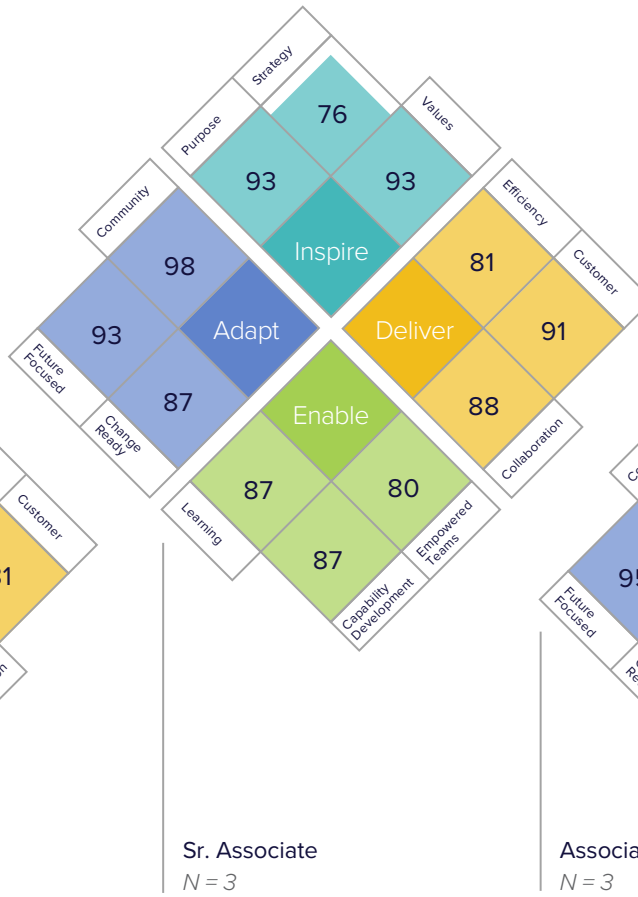
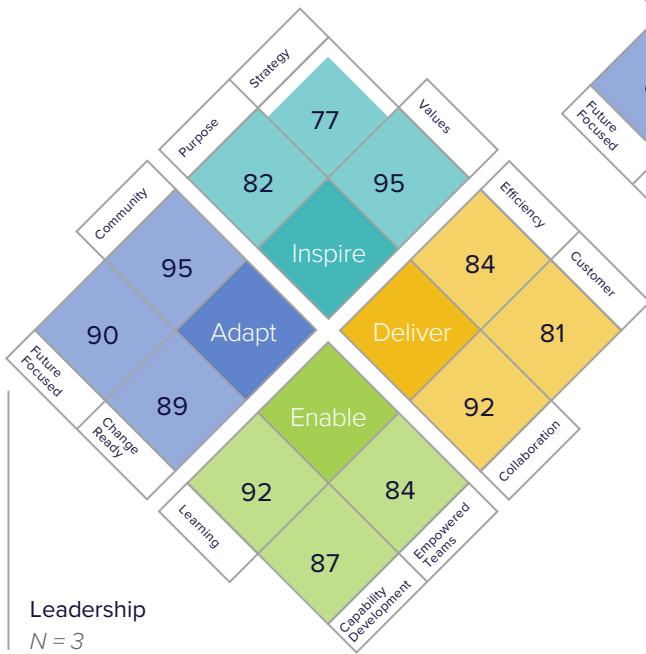
# Comparisons

Team



# Comparisons

Level





# Comparisons

## Gender

**Male**

- Insight
- Insight
- Insight

**Female**

- Insight
- Insight
- Insight

**Comparison**

- Significant alignment between groups

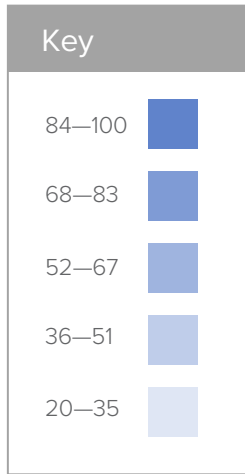


Male  
N = 4



Female  
N = 5

# Comparisons



	OVERALL	Team 1	Team 2	Male	Female	Leadership	Sr. Associates	Associates
Change Ready	88	82	90	86	86	89	87	98
Future Focused	87	46	87	88	88	90	93	95
Community	88	92	88	88	94	95	98	96
Purpose	88	90	88	86	92	82	93	90
Strategy	85	89	85	82	80	77	76	92
Values	96	78	93	98	92	95	93	100
Efficiency	70	70	86	84	88	84	81	94
Customer	70	70	96	80	94	81	91	92
Collaboration	92	92	88	92	90	92	88	93
Empowered Teams	90	92	82	90	90	84	80	93
Capability Development	87	88	92	82	82	87	87	88
Learning	90	84	90	88	88	92	87	93

## Free Response Questions

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What aspects of our culture and ways of working will continue to serve us well in the future?

Sample text here. Free response sample text goes here. Sample text here. Free response sample text goes here. Sample text here. Free response sample text goes here. Sample text here. Free response sample text goes here.

## Free Response Questions

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When it comes to our culture and ways of working together, what are our biggest areas of opportunity to improve?

Sample text here. Free response sample text goes here. Sample text here. Free response sample text goes here. Sample text here. Free response sample text goes here. Sample text here. Free response sample text goes here. Sample text here. Free response sample text goes here.

# Psychological Safety



The highest performing teams have one thing in common—they create a sense of psychological safety amongst the members of their organizations where people feel that they will not be punished for making mistakes. Breakthroughs can only be achieved when team members feel safe enough to speak their minds, take smart risks, and engage in creative thinking.

# Psychological Safety

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Score **4.2**

You have created a level of psychological safety in your organization that will help facilitate positive, sustainable change. Keep...

- ...nipping negativity in the bud when it arises.
- ...avoiding the blame game.
- ...demonstrating your understanding.
- ...showing that you're engaged.
- ...welcoming curiosity.

- ...promoting healthy conflict.
- ...practicing self-awareness.
- ...including your team in decisions.
- ...being open to feedback.
- ...being the champion your people need.

# Anti-racism, Diversity, Equity, & Inclusion Index

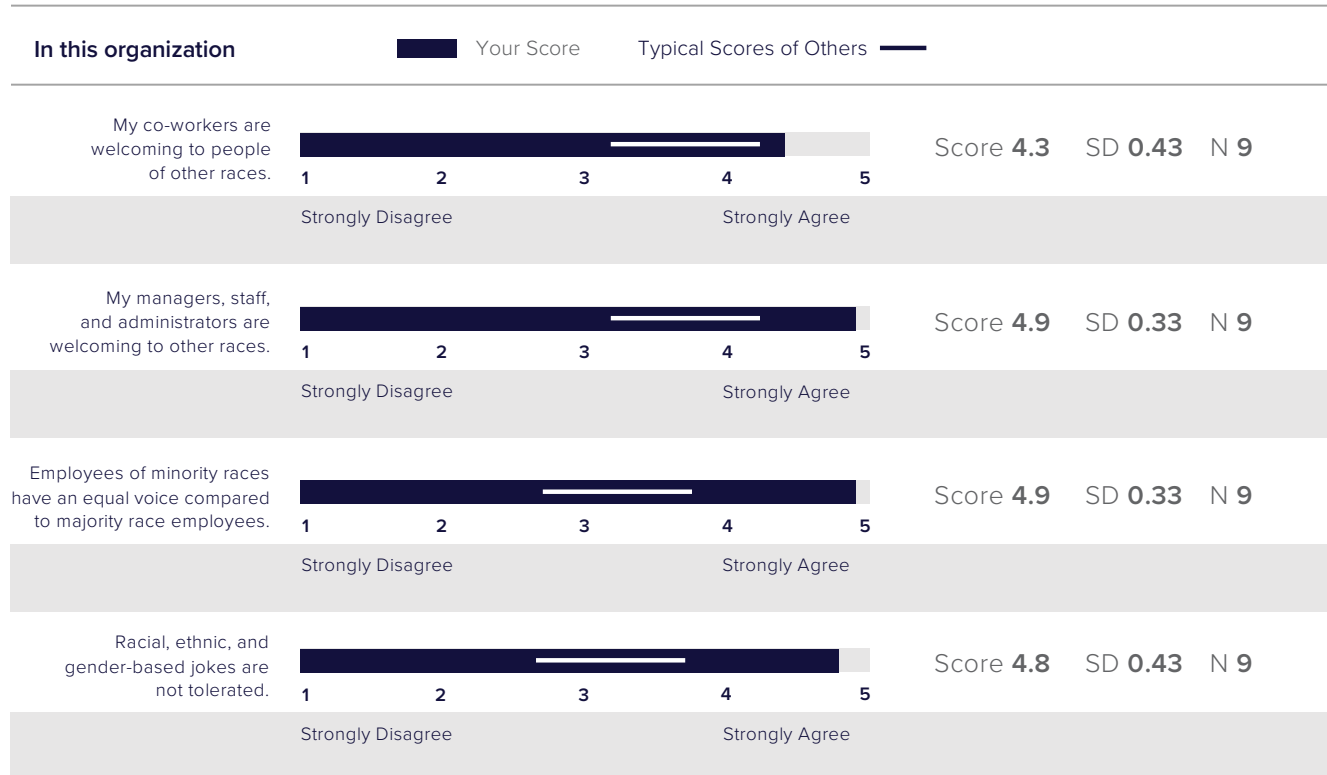


# ADEI

## A

### Antiracism

A form of action against racism, systemic racism, and oppression of marginal groups.





# ADEI

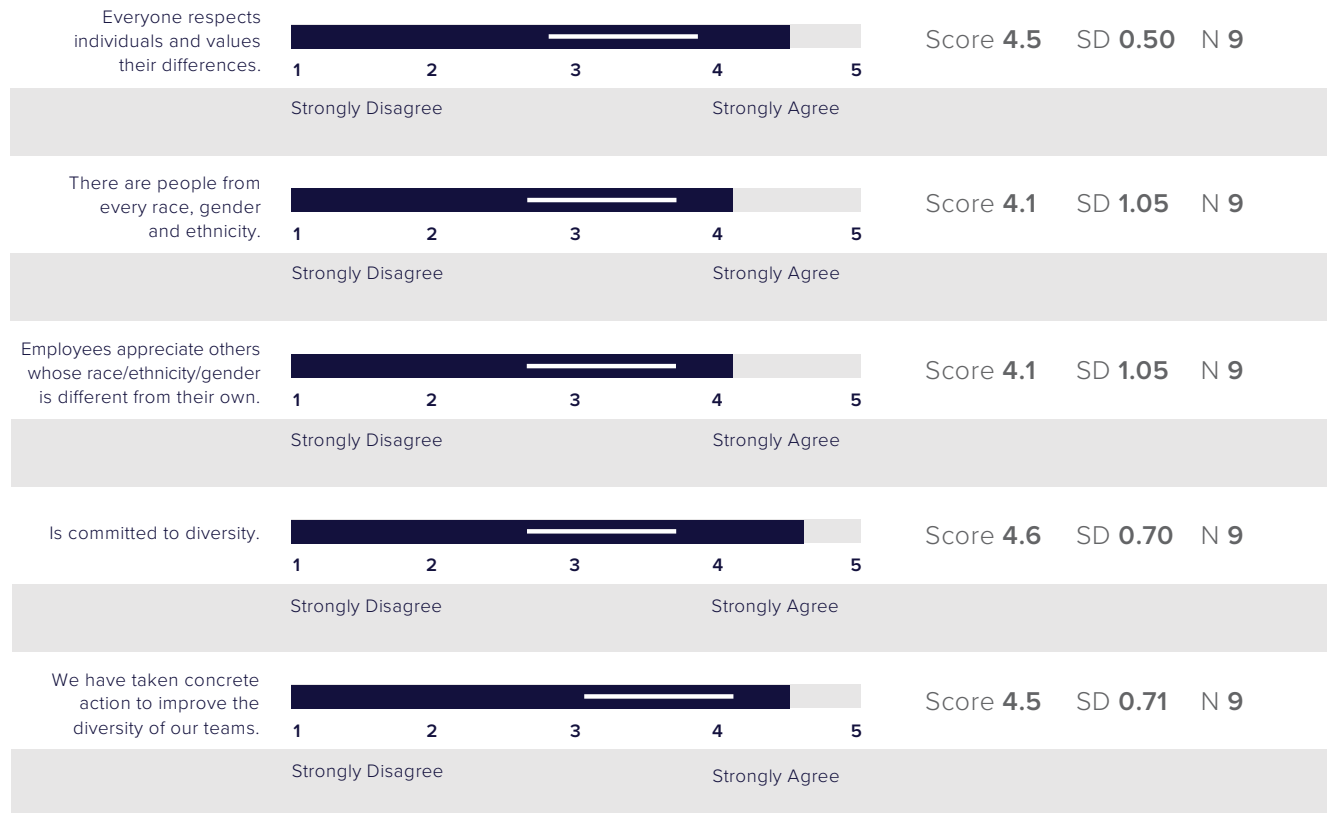
## D

### Diversity

The practice or quality of including or involving people from a range of different social and ethnic backgrounds and of different genders, sexual orientations, etc.

#### In this organization

■ Your Score    — Typical Scores of Others



# ADEI



## Equity

The quality of being fair and impartial.

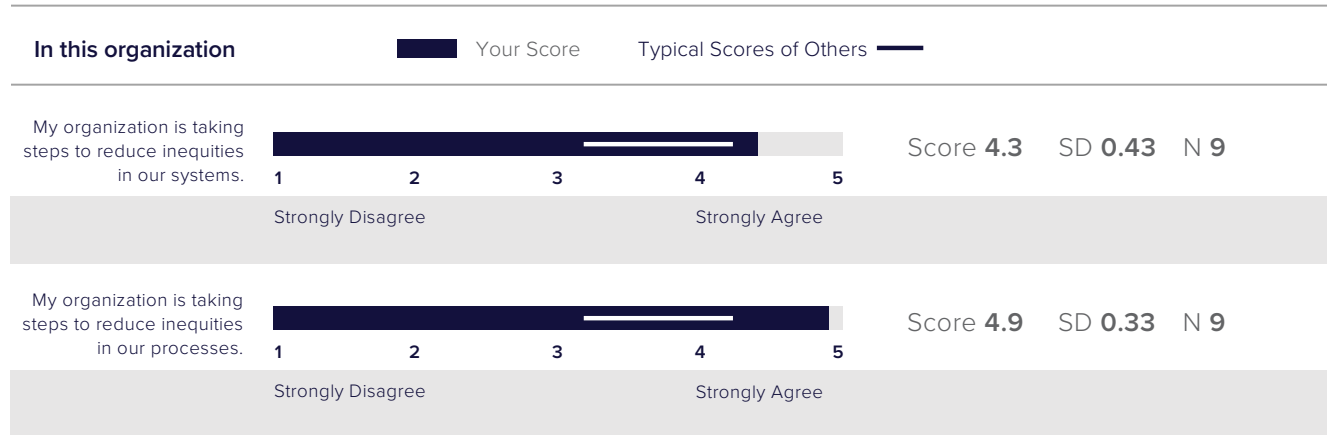


# ADEI



## Equity (Continued)

The quality of being fair and impartial.



(Continued)

# ADEI



## Inclusion

The act of embracing all people irrespective of race, gender, sexual orientation, disability, medical, or other need.

### In this organization

■ Your Score    — Typical Scores of Others

Managers demonstrate a commitment to the needs of employees with disabilities.



Score **4.3** SD **0.43** N **9**

Strongly Disagree

Strongly Agree

I can voice a contrary opinion without fear of negative consequences.



Score **4.9** SD **0.33** N **9**

Strongly Disagree

Strongly Agree

Information about diversity goals and accomplishments are announced publicly.



Score **4.9** SD **0.33** N **9**

Strongly Disagree

Strongly Agree

Information about the diversity of our employees and leaders is made available to me.



Score **4.8** SD **0.43** N **9**

Strongly Disagree

Strongly Agree



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HELPING NAVIGATE CHANGE<sup>®</sup>

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